



ONE TOYOTA

HudsonLake

Engaging Employees in a Radical Transformation to Create a Single, More Innovative Culture

PRESENTED BY:

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Toyota Motor North America

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One Toyota Lessons Learned

In 2014, Toyota Motor North America (TMNA) and Toyota Financial Services (TFS) launched a transformative journey to bring together its sales and marketing, manufacturing, R&D, and financial services functions to create a unified “One Toyota” mindset. Its goal: to reignite a more responsive, collaborative and innovative culture that inspires team members to *Challenge What’s Possible* and work differently.

HudsonLake is privileged to be TMNA and TFS’ internal communications partner on its incredible One Toyota journey. Tasked with informing and engaging leaders and team members across the continent, HudsonLake created a unifying narrative and developed a tailored strategic communications campaign to support every phase of the One Toyota team member experience.

See end of presentation to view Toyota’s *Challenge What’s Possible* video





LESSON ONE

Purpose Drives Passion. Passion Drives Innovation.

“We never talked about the need to change without talking about our purpose...to carry out our mission to make the world a better place through the power of mobility.”

— Cheryl Hughes, TMNA Chief HR Officer



One Toyota Move Ahead microsite — a one-stop, interactive online resource was the centerpiece, reinforcing One Toyota culture and change messages for team members

The One Toyota brand — the design represents all Toyota business functions (sales and marketing, manufacturing, R&D and financial services)

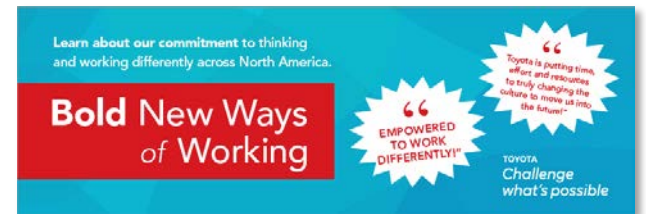


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HudsonLake Tip

In every communication, be sure to link any change to your company’s mission and vision.



Bold New Ways of Working workshops — engaging sessions that helped team members embrace their role in living Toyota’s cultural priorities



LESSON TWO

Cultivate a “People-First” Culture.

“There is power in a ‘people-first’ culture. Cultivate it. Make sure it’s your North Star and follow it.”

— Cheryl Hughes, TMNA Chief HR Officer

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HudsonLake Tip

Ensure the “WIFM” — the “what’s in it for me” — is clearly articulated in all communications so they know you care.

“The Ever Better Team-Member Experience” — one of the first One Toyota announcements, helped team members embrace the evolving culture, understand the “WIFM” and their role in embracing Toyota’s culture

ONE TOYOTA NORTH AMERICA

What is One Toyota?
It's a mindset and a way of working more collaboratively together to enhance the experience for our customers, our communities and our team members. While the physical moves are an important enabler of One Toyota, they are just one component of a much larger foundational change to how we think, behave and innovate. As members of Team Toyota, we all have a part to play in making the vision a reality. We are striving to deliver an:

- always better team member experience**
As Team Toyota, we'll be able to collaborate, contribute and innovate in a supportive and inclusive environment that embraces diversity, rewards performance and pursues excellence in everything we do.
- always better customer experience**
We'll strengthen our ability to listen to and put customers first, continue to make great products that exceed expectations and inspire loyalty for life.
- always better future of mobility**
We'll continue leading the way to the future of mobility and enriching lives around the world with the safest and most responsible ways of moving people.

How will we get there?
Our cultural priorities are the guide posts for the One Toyota Vision.

Our Toyota North America Cultural Priorities

Continuous Improvement			Respect for People		
Challenge the Status Quo	Learn	Genchi Genbutsu	Respect	Teamwork	Collaborate Across Boundaries

Founded on the Toyota Way

What's in it for Team Members?
We want our future to hold an “always better team member experience.” This means fostering a great place to work. As part of Team Toyota we each share accountability, priorities and rewards. We're calling this the **Team Toyota Experience** and it has five key elements.

- PURPOSE** Making the world a better place
- CAREER** Growing my career with work that matters
- PEOPLE** Collaborating with others to achieve great things
- CULTURE** Thriving in a place of respect and inclusion
- REWARDS** Being valued for my unique contributions

Team Toyota Experience

Purpose
At Toyota, we each have the opportunity to play a role in leading the way to the future of mobility. We're proud to be part of an admired global brand that's committed to social sustainability and our communities. Toyota's corporate giving and team member volunteerism are just a few examples of how the company supports team members in **making the world a better place.**

Career
We have access to challenging and diverse career opportunities at Toyota. Toyota's commitment to learning and development programs as well as growth opportunities such as stretch assignments and mentoring, shows how the company stands behind team members in **growing careers with work that matters.**

People
Toyota offers an inclusive workforce; an environment founded on ethics, integrity and respect; and a team of talented, engaged and empowered colleagues. Our sites, facilities and workplace technologies are designed to enable **collaborating with others to achieve great things.**

Culture
The Toyota Way is at the core of all that we do. Challenging the status quo, seeking diverse perspectives and taking risks are encouraged in this fast-paced environment. Toyota's work/life integration approaches are just one way that the company keeps team members **thriving in a place of respect and inclusion.**

Rewards
Toyota offers frequent recognition and rewards as well as policies and programs that sustain our well-being. The company's holistic approach to compensation and benefits assures we're each **being valued for our unique contributions.**

One Team. One Toyota. Team Toyota.





LESSON THREE

Involved and Empowered Leaders Drive Culture.

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“Involve and empower your leaders. Call on them to be ‘Culture Ambassadors’ and give them the tools they need to be champion change agents.”

— Cheryl Hughes, TMNA Chief HR Officer



HudsonLake Tip

Develop a segmented leader strategy that engages one of your most critical advocates: middle management.



Senior Leader Update — a monthly newsletter with updates + tips to help drive team member engagement



Leader Forums — interactive, quarterly sessions to inform and engage middle managers



Personalized Toolkits for People Leaders — resources with tips, talking points and examples of how to lead change with team members



LESSON FOUR

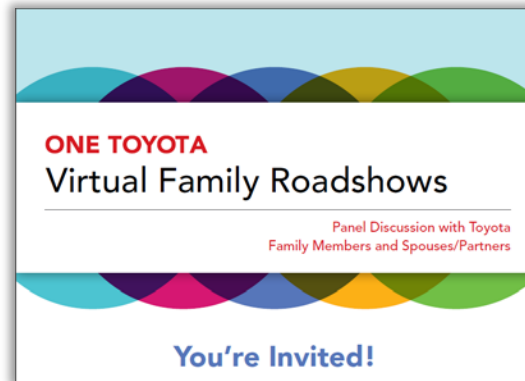
Create Your Own Playbook.

“Start now to proactively define the culture you want for your company and your people... and don’t be afraid to buck conventional wisdom along the way.”

— Cheryl Hughes, TMNA Chief HR Officer



New Campus Expo — prior to the campus’ opening, all team members were invited to a sneak peak of its many amenities



Panel Discussions with Spouses/Partners — hosted throughout the year to introduce families and help them find answers to move-related questions

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HudsonLake Tip

Make sure all of your content — messaging, tonality and look-and-feel — reflects the culture you’re trying to create.

New Campus Safety Video — a fun, engaging music video was developed to grab attention and increase safety compliance during final phases of construction



Toyota's New Employer Brand

In response to the call to embrace the new One Toyota culture, HudsonLake helped Toyota launch its new cultural priorities and the call for team members to *Challenge What's Possible* — the company's new employer brand.

Integral to this transformation was the *Challenge What's Possible* video. Developed by HudsonLake, the video and its inspired call to action is now a key driver in encouraging team members to realize their very best and always delight their customers, enrich their communities and create an unlimited world through the power and freedom of mobility.



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